



DECEMBER 31, 2019

FOR INTERNAL USE



	DEC. 31, 2019	NOV. 30, 2019	DEC. 31, 2018
CURRENT ASSETS			
Cash in Banks	\$5,520	\$40,129	\$235,429
Acc. Rec. Sales	\$137,643	\$157,455	\$128,197
Acc. Rec. Agency Revenue	\$120,459	\$135,121	\$159,364
Inventories	\$31,460	\$26,409	\$23,187
Prepaid Expenses	\$36,078	\$39,366	\$62,953
Total Current Assets	\$331,160	\$398,480	\$609,130
PROPERTY AND EQUIPMENT			
Land	\$38,792	\$38,792	\$38,792
Building & Improvements	\$2,363,490	\$2,363,490	\$2,300,981
Property & Equipment	\$1,697,038	\$1,697,038	\$1,620,326
Total Prop & Equip	\$4,099,319	\$4,099,320	\$3,960,099
Less: Acc. Depr. P & E	\$2,034,058	\$2,014,164	\$1,798,829
Net Book Value	\$2,065,262	\$2,085,156	\$2,161,270
OTHER ASSETS			
Savings	\$1,175,284	\$1,159,640	\$956,605
Total Other Assets	\$1,175,284	\$1,159,640	\$956,605
TOTAL ASSETS	\$3,571,706	\$3,643,276	\$3,727,005
CURRENT LIABILITIES			
Accounts Payable-Trade	\$11,146	\$16,781	\$36,533
Accrued Salaries	\$124,387	\$114,086	\$117,742
Accrued Liabilities	\$5,101	\$20,999	\$17,962
Notes Payable-Current	\$0	\$0	\$9
Total Current Liab.	\$140,634	\$151,866	\$172,246
LONG TERM LIABILITIES			
Mortgage Payable	\$454,067	\$457,943	\$495,553
Total Long Term Liab.	\$454,067	\$457,943	\$495,553
NET ASSETS			
Unrestricted	\$2,977,005	\$3,033,467	\$3,059,206
Total Net Assets	\$2,977,005	\$3,033,467	\$3,059,206
TOTAL LIABILITY & NET ASSETS	\$3,571,706	\$3,643,276	\$3,727,005
	\$0		



STATEMENT OF ACTIVITIES
FOR THE ELEVEN MONTHS ENDING:

	CURRENT MONTH	BUDGET CURRENT MONTH	VARIANCE TO BUDGET %	Notes	DECEMBER 31, 2019 CURRENT YEAR TO DATE	BUDGET YEAR TO DATE	VARIANCE TO BUDGET %	PRIOR YEAR TO DATE
DEVELOPMENT								
Contributions	\$14,830	\$8,350	78%	A	\$31,545	\$20,000	58%	\$25,915
United Way	\$0	\$0	0%		\$6,000	\$7,500	-20%	\$0
Golf Tournament	\$0	\$0	0%		\$42,500	\$48,000	-11%	\$46,784
Grants-Special Projects	\$500	\$2,500	-80%	B	\$20,100	\$85,000	-76%	\$73,211
Special Events	\$586	\$834	-30%		\$11,244	\$15,000	-25%	\$18,203
TOTAL DEVELOPMENT INCOME	\$15,916	\$11,684	36%		\$111,389	\$175,500	-37%	\$164,113
Development/Public Relations Expenses	\$97	\$1,062	-91%		\$34,829	\$29,000	20%	\$31,496
NET DEVELOPMENT	\$15,819	\$10,622	49%		\$76,561	\$146,500	-48%	\$132,617
SALES								
Workshop Sales	\$96,381	\$101,210	-5%		\$1,212,197	\$1,313,048	-8%	\$1,245,816
Cost of Materials	\$5,949	\$4,855	23%		\$50,240	\$63,687	-21%	\$68,050
SALES LESS MATERIALS	\$90,432	\$96,355	-6%		\$1,161,956	\$1,249,361	-7%	\$1,177,766
AGENCY REVENUE								
Case Service	\$2,660	\$4,130	-36%		\$42,682	\$50,000	-15%	\$68,020
DEED CBE	\$0	\$3,837	-100%		\$32,279	\$46,500	-31%	\$45,813
DEED SE/CE	\$0	\$27,393	-100%		\$349,525	\$325,000	8%	\$359,338
DEED NEXT STEP/IPS GRANT	\$6,104	\$6,955	-12%		\$79,777	\$82,230	-3%	\$80,054
Winona County Support	\$21,699	\$25,677	-15%		\$324,802	\$304,623	7%	\$323,997
Other County Support	\$6,562	\$3,302	99%		\$81,355	\$39,195	108%	\$48,585
Transportation	\$10,542	\$7,717	37%		\$132,368	\$120,000	10%	\$120,539
Other Revenue	\$723	\$837	-14%		\$55,835	\$10,000	458%	\$23,703
D T & H, Career Options	\$50,520	\$55,119	-8%		\$623,772	\$718,000	-13%	\$626,026
TOTAL AGENCY REVENUE	\$98,809	\$134,967	-27%		\$1,722,394	\$1,695,548	2%	\$1,696,075
TOTAL REVENUE	\$205,060	\$241,944	-15%		\$2,960,911	\$3,091,409	-4%	\$3,006,458
LESS: OPERATING EXPENSES	\$273,009	\$260,233	5%		\$3,042,529	\$3,088,505	-1%	\$3,050,889
NET INCOME/LOSS	-\$67,949	-\$18,289	272%		-\$81,617	\$2,904	-2911%	-\$44,431
DEPRECIATION EXPENSE	\$19,894	\$19,163	4%		\$237,113	\$230,000	3%	\$239,143
NET INCOME/LOSS FROM OPERATIONS	-\$48,055	\$874	-5598%		\$155,496	\$232,904	-33%	\$194,712

See Notes: (Scope= Variance to Budget 10% & \$1,000)



STATEMENT OF EXPENSE ACTIVITIES
FOR THE ELEVEN MONTHS ENDING:

DECEMBER 31, 2019

	CURRENT MONTH	BUDGET CURRENT MONTH	MONTH VARIANCE TO BUDGET %	Notes	CURRENT YEAR TO DATE	BUDGET YEAR TO DATE	YTD VARIANCE TO BUDGET %	PRIOR YEAR TO DATE
Worker Wages	\$53,144	\$54,057	-2%		\$618,273	\$664,093	-7%	\$616,806
Staff Salaries	\$132,581	\$114,484	16%		\$1,332,748	\$1,304,212	2%	\$1,302,768
Workers' Compensation Expense	\$4,186	\$6,258	-33%		\$54,018	\$73,811	-27%	\$68,509
Employer Payroll Taxes	\$12,971	\$12,681	2%		\$144,756	\$143,883	1%	\$142,378
Employer U/C Expense	\$485	\$500	-3%		\$5,771	\$6,000	-4%	\$5,819
Health/Life/LTDI Expense	\$13,478	\$16,663	-19%		\$163,831	\$200,000	-18%	\$177,165
Retirement Plan, 401K - Employer Contribution & Fees	\$2,022	\$1,757	15%		\$19,085	\$20,500	-7%	\$28,144
Vehicle Expense	\$3,160	\$6,013	-47%		\$85,162	\$78,271	9%	\$89,900
Repair & Maintenance	\$4,576	\$52	8700%		\$56,484	\$49,612	14%	\$47,766
Utilities	\$5,666	\$8,364	-32%		\$83,210	\$103,000	-19%	\$100,752
Safety Supplies	\$589	\$145	306%		\$3,941	\$2,000	97%	\$1,991
Professional Services	\$1,514	\$7,042	-78%		\$65,296	\$65,873	-1%	\$73,451
Office Supplies	\$907	\$1,075	-16%		\$9,817	\$10,500	-7%	\$11,053
Continuing Education	\$3,080	\$1,210	155%	C	\$22,311	\$14,500	54%	\$23,060
Staff Expense	\$6,372	\$3,353	90%	D	\$47,111	\$36,848	28%	\$40,825
Telephone	\$495	\$625	-21%		\$3,446	\$4,500	-23%	\$3,825
Postage	\$0	\$0	0%		\$2,136	\$2,500	-15%	\$2,272
Dues & Subscriptions	\$1,363	\$1,470	-7%		\$14,256	\$14,500	-2%	\$13,668
Depreciation	\$19,894	\$19,163	4%		\$237,113	\$230,000	3%	\$239,143
Interest Expense	\$2,274	\$2,007	13%		\$25,473	\$24,452	4%	\$22,258
Worker Transportation	\$2,750	\$1,750	57%		\$31,103	\$21,000	48%	\$21,812
Insurance	\$1,212	\$1,350	-10%		\$14,544	\$16,200	-10%	\$14,544
Misc. Expenses	\$288	\$214	35%		\$2,642	\$2,250	17%	\$2,980
Bad Dept Expense	\$0	\$0	0%		\$0	\$0	0%	\$0
TOTAL OPERATING EXPENSES	\$273,009	\$260,233	5%		\$3,042,529	\$3,088,505	-1%	\$3,050,889

See Notes: (Scope= Variance to Budget 10% & \$1,000)

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SALES BY CUSTOMER

FOR THE ELEVEN MONTHS ENDING:

DECEMBER 31, 2019

Operation Services

Brian's Toys
Fastenal Company
Hal Leonard Corp.
Peerless Chain Company
Watkins Inc.
Wincraft
Acuity Brands Lighting
Winona Knits & Mitts
Winona Shredding
Other
Total

of Customers

Month	2019 YTD	2018 YTD	2017 YTD	2016 YTD	2015 YTD
\$309	\$9,330	\$9,363	\$6,141	\$3,087	\$8,195
\$0	\$0	\$4,983	\$40,863	\$17,414	\$19,908
\$0	\$0	\$0	\$0	\$18,050	\$6,951
\$6,088	\$78,713	\$95,883	\$135,494	\$132,095	\$103,674
\$1,171	\$14,648	\$42,488	\$36,026	\$68,815	\$73,927
\$0	\$56,952	\$83,060	\$89,920	\$80,849	\$100,788
\$97	\$2,772	\$2,168	\$2,856	\$2,451	\$2,122
\$221	\$3,234	\$13,963	\$7,742	\$10,146	\$6,035
\$2,698	\$30,250	\$26,460	\$22,608	\$21,439	\$20,194
\$0	\$701	\$5,653	\$4,611	\$7,802	\$15,233
\$10,584	\$196,600	\$284,021	\$346,261	\$362,148	\$357,027

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34 are Shredding Customers

Community Services

Behrens
Benchmark
Bluff City Properties
Bluffview Montessori School
Bub's Brewing Co.
Chartwell
Cotter Schools
Cotter/Steak Shop Catering
Fastenal Company
Peerless Chain Company
Riverside Electronics
Riverstar
RTP Company
Watkins Inc.
Watlow Controls
Winona County
Winona Area Public Schools
Other
Total

of Customers

Month	2019 YTD	2018 YTD	2017 YTD	2016 YTD	2015 YTD
\$0	\$0	\$0	\$4,518	\$39,883	\$41,965
\$1,078	\$14,030	\$16,837	\$32,109	\$13,736	\$13,538
\$0	\$0	\$0	\$0	\$5,307	\$5,497
\$3,178	\$34,961	\$34,679	\$33,060	\$18,037	\$16,558
\$1,760	\$22,000	\$21,836	\$21,755	\$14,344	\$13,754
\$1,979	\$31,091	\$23,499	\$23,226	\$28,347	\$13,235
\$0	\$0	\$1,253	\$2,954	\$3,203	\$3,616
\$0	\$0	\$0	\$23,178	\$23,846	\$24,194
\$861	\$10,872	\$8,804	\$8,970	\$11,363	\$13,555
\$10,340	\$123,610	\$111,683	\$111,683	\$81,668	\$85,807
\$0	\$0	\$0	\$0	\$98,899	\$83,862
\$296	\$7,252	\$8,648	\$7,551	\$176	\$8,269
\$8,400	\$106,050	\$105,074	\$102,826	\$52,480	\$47,409
\$0	\$0	\$9,217	\$10,367	\$10,571	\$96,400
\$14,936	\$191,159	\$169,300	\$133,540	\$104,232	\$1,045,699
\$3,097	\$88,467	\$104,412	\$104,412	\$130,752	\$176,952
\$736	\$7,619	\$11,917	\$5,079	\$0	\$0
\$7,943	\$51,105	\$4,912	\$18,670	\$0	\$0
\$54,604	\$688,216	\$632,071	\$643,898	\$636,844	\$1,690,310

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Laundry Department

Winona Health
Sauer Health Care
Winona County Jail
Saint Anne Healthcare
Other Laundry
Total

of Customers

Month	2019 YTD	2018 YTD	2017 YTD	2016 YTD	2015 YTD
\$15,573	\$172,094	\$191,913	\$202,896	\$205,228	\$21,666
\$2,217	\$27,537	\$30,526	\$24,980	\$28,014	\$0
\$892	\$10,984	\$12,005	\$11,636	\$12,057	\$11,125
\$5,954	\$65,426	\$67,569	\$32,398	\$9,806	\$0
\$1,784	\$20,147	\$19,162	\$24,422	\$17,556	\$13,113
\$26,420	\$296,188	\$321,175	\$296,332	\$272,661	\$45,904

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Total Sales

\$91,608 \$1,181,004 \$1,237,267 \$1,286,491 \$1,271,653 \$2,093,241





COST CENTER SUMMARY FOR ONE MONTH ENDING:

DECEMBER 31, 2019

Total Direct Worker Wages
Total Direct Payroll Costs
Total Administration Cost
Administration Distribution
Total Indirect Cost
Total Direct & Indirect Costs

Total Income
Net Income or (Loss)

Placement & IPS net income will be used to cover the indirect cost centers.
Indirect cost centers consist of: Administration, Fixed Costs and Transportation.

Center Based Employment	DT & H	Placement & IPS	Community Based - EE	Administration	Fixed Costs	Transportation	Community Services	Operation Services	Laundry	Total
\$0	\$0	\$0	\$0	\$1,627		\$0	\$38,513	\$5,813	\$7,191	\$53,144
\$3,551	\$15,099	\$10,011	\$5,065	\$62,072		\$13,058	\$29,496	\$7,992	\$19,390	\$165,734
				\$77,577		\$0				\$77,577
\$0	\$0	\$3,422	\$12,381	\$61,774		\$0				\$77,577
\$0	\$0	\$918	\$95	\$13,878	\$14,857	\$8,134	\$1,786	\$1,776	\$12,688	\$54,132
\$3,551	\$15,099	\$14,351	\$17,541	\$0	\$76,631	\$21,192	\$69,795	\$15,581	\$39,269	\$273,010
\$6,639	\$8,667	\$54,930	\$17,598	\$16,252	\$0	\$10,542	\$56,660	\$321	\$33,451	\$205,060
\$3,088	\$6,432	\$40,579	\$57	\$16,252	\$76,631	\$10,650	\$13,135	\$15,260	\$5,818	\$67,950
				Distribution Community Based - EE			\$57			\$57
Welfare to Work				Distribution of Center Based Emp.			\$3,088			\$3,088
				Income or (Loss)			-\$13,078	-\$12,172	-\$5,818	-\$31,068
Placement & Next Step				DT & H Distribution			-\$1,395	-\$1,275	-\$3,762	-\$6,432
Administration				Distribution Program Profit/Loss			-\$14,189	-\$6,638	-\$9,623	-\$30,449
Fixed Costs				Net Income or (Loss)			-\$28,662	-\$20,084	-\$19,203	-\$67,949
Transportation				Direct Payroll Overhead			76.59%	137.49%	269.64%	
Program Profit/(Loss)				Indirect Overhead			4.84%	30.55%	176.45%	
				Total Overhead			81.22%	168.04%	446.09%	
				Agency Return on Worker Direct Labor			-36.69%	-61.06%	-133.82%	

COST CENTER SUMMARY FOR TWELVE MONTHS ENDING:

DECEMBER 31, 2019

Total Direct Worker Wages
Total Direct Payroll Costs
Total Administration Cost
Administration Distribution
Total Indirect Cost
Total Direct & Indirect Costs

Total Income
Net Income or (Loss)

Placement & IPS net income will be used to cover the indirect cost centers.
Indirect cost centers consist of: Administration, Fixed Costs and Transportation.

Center Based Employment	DT & H	Placement & IPS	Community Based - EE	Administration	Fixed Costs	Transportation	Community Services	Operation Services	Laundry	Total
\$175	\$185	\$1,525	\$0	\$25,162		\$0	\$386,460	\$104,077	\$99,000	\$616,584
\$40,953	\$210,349	\$110,890	\$59,651	\$518,724		\$144,674	\$331,063	\$103,433	\$199,354	\$1,719,091
				\$667,534		\$0				\$751,750
\$100,295	\$233,101	\$17,507	\$53,374	\$347,473		\$0				\$751,750
\$2,831	\$4,490	\$18,032	\$192	\$207,863	\$193,366	\$152,561	\$14,864	\$12,082	\$134,032	\$740,313
\$144,254	\$448,125	\$147,954	\$113,217	\$0	\$540,839	\$297,235	\$732,387	\$219,592	\$432,386	\$3,075,988
\$126,798	\$575,397	\$515,040	\$338,492	\$141,318	\$0	\$132,270	\$686,554	\$187,696	\$290,803	\$2,994,368
\$17,456	\$121,272	\$367,086	\$225,275	\$141,318	\$540,839	\$164,965	\$45,833	\$31,896	\$141,583	\$81,620
				Distribution Community Based - EE			\$225,276			\$225,276
DT & H				Distribution of Center Based Emp.						
Welfare to Work				Income or (Loss)			\$179,444	-\$49,352	-\$141,583	-\$11,491
Placement & Next Step				DT & H Distribution/ production hours			\$25,337	\$35,229	\$66,707	\$127,273
Administration				Distribution Program Profit/Loss			-\$84,700	-\$53,313	-\$59,386	-\$197,399
Fixed Costs				Net Income or (Loss)			\$120,081	-\$67,436	-\$134,262	-\$81,617
Transportation				Direct Payroll Overhead			83.67%	99.38%	201.37%	\$0
Net Income or (Loss) Program				Indirect Overhead			3.85%	11.61%	135.39%	
				Total Overhead			89.51%	110.99%	336.75%	
				Agency Return on Worker Direct Labor			36.38%	-68.00%	-59.99%	



Notes to Financial Statement

Accounts Receivable - Sales			
	12/31/2019	11/30/2019	10/31/2019
Balance At:	\$137,643	\$157,455	\$160,802
Current:	\$87,809	\$149,978	\$118,081
30-60 Days	\$46,910	\$6,211	\$36,729
Over 60 Days	\$2,904	\$1,180	\$5,921
Over 90 Days	\$20	\$86	\$71
Sub Total over 30 Days	\$49,834	\$7,477	\$42,721

Accounts Receivable - Agency Revenue			
	12/31/2019	11/30/2019	10/31/2019
Balance At:	\$120,459	\$135,120	\$173,931
Current:	\$106,930	\$133,948	\$164,336
30-60 Days	\$7,138	\$422	\$5,105
Over 60 Days	\$5,969	\$261	\$4,001
Over 90 Days	\$422	\$489	\$489
Sub Total over 30 Days	\$13,529	\$1,172	\$9,595

Accounts Payable			
	12/31/2019	11/30/2019	10/31/2019
Balance At:	\$11,146	\$16,781	\$22,702
Current:	\$11,146	\$16,781	\$22,702
30-60 Days	\$0	\$0	\$0
Over 60 Days	\$0	\$0	\$0
Over 90 Days	\$0	\$0	\$0
Sub Total over 30 Days	\$0	\$0	\$0

	Operating Note	Payroll Note
Balance at Month End:	\$0	\$0
	\$0	\$0

Notes to Financial Statement



Notes:

A General Contributions

Received **\$14,830** in contributions. Thank you to: See Attached

B Grants-Special Projects

Received \$500 in Grants. Thank you to the Rotary Club.

Grants are under budget due to Bremer grant application being pushed back to 2020.

D Continuing Education

Over budget \$1,870 - 155% for the month. Paid 2 months rent to Hiawatha Valley, CALM training for staff \$1,100.

E Staff Expense

Over budget \$3,090 - 90% for the month. Job vacancy ads \$2,900, Christmas Party for Staff \$3,250.